

New York Times Bestseller

UPLIFTING SERVICE

The Proven Path

*to Delighting Your Customers, Colleagues,
and Everyone Else You Meet*

RON
KAUFMAN

PURCHASE NOW
ON AMAZON



LISTEN NOW
ON AUDIBLE





UPLIFTING SERVICE

The Proven Path

*to Delighting Your Customers, Colleagues,
and Everyone Else You Meet*

RON
KAUFMAN

Copyright © 2012 by Ron Kaufman.

The moral right of the author has been asserted.

The author is represented by literary agent Kevin Small of ResultSource.com.

All rights reserved. No part of this book may be reproduced, stored in a retrieval system, or transmitted by any means, electronic, mechanical, photocopying, recording, or otherwise, without written permission from the publisher.

The following are registered trademarks or trademarks of Ron Kaufman Pte Ltd: Ron Kaufman®, Uplifting Service™, UP! Your Service®, the word “UP” in a balloon device®, the “Criminal to Unbelievable!” device®, the “Explore, Agree, Deliver, Assure” device®, The 12 Building Blocks of Service Culture™, The Six Levels of Service™, The Cycle of Service Improvement™, Up the Loyalty Ladder™, Bouncing Back with Service Recovery™, Clear, Kept Promises™, Closing the Loop™, Service Transactions and Perception Points™, The BIG Picture™, Uplifting Service Champions™.

All references to trademarked properties are used in accordance with the Fair Use Doctrine and are not meant to imply that this book is a product for advertising or other commercial purposes.

“UPLIFTING SERVICE: The Proven Path to Delighting Your Customers, Colleagues, and Everyone Else You Meet”

ISBN 978-981-07-1832-9 — hardcover (Singapore)

Published in Singapore by Ron Kaufman Pte Ltd.

Printed by Tien Wah Press (Pte) Ltd

Originally published in the USA by Evolve Publishing, Inc.
www.EvolvePublishing.com

ISBN 978-0-9847625-5-2 — paperback

978-0-9847625-0-7 — hardcover

978-0-9847625-9-0 — ebook

10 9 8 7 6 5 4 3 2 1

Table of Contents



Preface:

A Personal Path to Service.....	ix
---------------------------------	----

Introduction:

The Problem with Service Today	xix
--------------------------------------	-----

SECTION ONE: WHY?

1 Journey into a New Culture	3
2 The Gateway to Possibility.....	15
3 The Proven Path	27

SECTION TWO: LEAD

4 Taking the Lead	41
5 Leading from All Levels	57
6 The Journey to Magnificence	73

SECTION THREE: BUILD

7 Common Service Language.....	89
8 Engaging Service Vision.....	95
9 Service Recruitment	103
10 Service Orientation	111
11 Service Communications.....	119
12 Service Recognition and Rewards	125

13	Voice of the Customer	131
14	Service Measures and Metrics	139
15	Service Improvement Process	151
16	Service Recovery and Guarantees	159
17	Service Benchmarking	175
18	Service Role Modeling	187

SECTION FOUR: LEARN

19	Learning Takes Practice	197
20	The Six Levels of Service.....	203
21	Your Perception Points	211
22	The BIG Picture	225
23	Building Service Partnerships	237
24	Taking Personal Responsibility	257

SECTION FIVE: DRIVE

25	Your Implementation Roadmap.....	269
26	Learning from Experience	281
27	More Than a Business Philosophy	297

	Author's Acknowledgments.....	303
	Index.....	307

	Tools for Your Journey	320
	Join the Uplifting Service Community	322
	About UP! Your Service.....	324
	Meet Ron Kaufman	325



CHAPTER 27

More Than a Business Philosophy

Todd Nordstrom shook my hand as the taxi driver loaded his bags into the car. It was 4:30 a.m., pitch black, and the streets of Singapore were silent.

“Do you get it?” I asked him. “Do you understand this whole uplifting service thing?”

“Yes,” he responded, vigorously squeezing my hand. “I can’t believe more organizations don’t understand how powerful this can be. This was an incredible experience.”

We continued to shake hands, sharing something important and meaningful in his departing moment.

“Thank you,” he said. “I really mean that.”

I smiled. “You are most welcome.”

Todd climbed into the cab and waved through the window. I watched the taxi’s taillights vanish into the darkness en route to Changi Airport, back where this story began.

I assumed Todd would be jet-lagged when he got home. I assumed he would be thinking about what he had seen and learned in Singapore, and that his attention would naturally be focused on service. And I assumed that I would hear back from him within a week—after he had many opportunities in his life to experience true acts of uplifting service, or maybe upsetting service encounters.

On the last assumption, I was wrong. I received this email from Todd before he even left the Los Angeles airport.

To: Ron Kaufman
From: Todd Nordstrom
Subject: I get it now!

Dear Ron,
I get it now. The reason you smile, the reason you're so passionate, and the reason you chase this uplifting service concept is so much bigger than business. I'll talk to you soon.
Respectfully,
Todd

I wondered what he meant. Two days later, I called to ask him.

“When we landed I had to wait forever for my bag,” he said. “And the people were rude. Everyone was cranky. I actually heard one lady scold another because she stepped in front of her to grab her suitcase. And then, this guy snapped at the security staff because a dog sniffed the fruit in his bag. It was crazy. And it was exactly what I expected.

“Then I stood in the customs line for almost half an hour,” he said. “The room was packed with people and their bags. Everyone was

tired. Some of the agents were being unpleasant. I was so frustrated. And I wasn't the only one."

"But?" I asked. "There's got to be something positive, right?"

Todd hesitated.

"Yes," he said. "It was completely unexpected. It was surprising. And, it was really delightful."

He explained that through all of the madness of the airport, he needed to catch a connecting flight to his hometown of Phoenix, Arizona. This meant that after he arrived at one terminal, he had to get his bags and go through customs, and then carry all his bags to another terminal.

"I didn't even know what terminal I was in," he said. "I was groggy from jet lag and exhausted by the long wait for my suitcase to arrive. So I approached the information desk to ask for directions. But after what I had just been through, to tell you the truth I wasn't expecting much help."

Todd approached the information desk asking for directions to the other terminal. He told me how one of the ladies behind the counter responded, saying, "Honey, you've got a long walk ahead of you." But then an older gentleman with white hair at the counter spoke to him, too.

"You look tired," he said. "Come on, I'll walk with you and show you where it is."

"How far is it?" asked Todd.

"I'll show you," said the man. "My name is Richard."

“Ron,” Todd said over the phone. “This was not an easy distance—especially for Richard, who seemed to walk with a bit of a limp. But, the guy insisted. And as we walked he asked me questions about my trip, my job, my family, and my kids. That’s when I realized something different was happening. I would have been happy with directions, but it made Richard happy to serve.”

Todd and I both stopped talking for a moment, agreeing without having to say any words.

Then he spoke with a different tone. A bit deeper and stronger and at the same time more peaceful.

“Uplifting Service is a business philosophy,” he said. “I saw that clearly on my trip. But, Richard wasn’t walking with me because it was his business. It just meant more to him to do something extra for me.”

“You do get it,” I said smiling. “You do.”

The Proven Path Continues

Months after Todd flew back to his home and family, I visited many of the organizations mentioned in this book: Changi Airport, NTUC Income, Marina Bay Sands, Singapore’s government, and others. In every case, these iconic organizations had moved farther along the proven path. For those distinguished by uplifting service this path is never ending. It is an open space for continuous innovation and expression of commitment.

Changi Airport is continuously upgrading its people, technology and terminal buildings to provide more personalized, surprising

and stress-free service. The transit areas have been extended for better passenger flow. New floor space has been created for enhanced shopping and dining experiences. Natural light cascades into the terminal building, blending the interior with Singapore's tropical exterior in an eco-friendly combination. New interactive multi-media projects are introduced as technology offers exciting opportunities to connect passengers with resources, business associates and family members around the world.

Changi Experience Agents now patrol the airport proactively seeking visitors and passengers to assist. This special team of multi-lingual customer service officers is deployed at key locations during peak periods where the busy environment can lead to higher levels of stress. Armed with tablet technology and management support, Changi Experience Agents are empowered to assist anyone with special requirements, missing baggage, late flights, tight connections, or any other needs.

At NTUC Income, the cultural revolution from conservative to contemporary has been achieved, and now the company is embarking on another evolution from excellent service to extraordinary. The company has put orange three-wheeler motorcycles on the nation's highways to help drivers by the side of the road, whether they are the company's customers or not. This "Orange Force" started as an initiative to provide safe and reliable assistance for customers in need, but soon became much more. Seventy percent of these roadside engagements do not even call for help. NTUC Income's riders

"All the mass in the world
is an empty channel for
the conveyance of your
spirit in the realization of
their spirit. That's what
service really is."

Junah Boda

discover them on the spot while they patrol the country, looking for opportunities to serve. And 50 percent of those assisted are not even customers of the company, but the “Orange Force” drivers are on the scene and pleased to help.

Marina Bay Sands has solved many of the operational issues that first challenged the world’s largest integrated resort. The Journey to Magnificence continues. Ten thousand team members are growing more connected to their careers and to each other. Functional leaders are thinking outside the box to solve unconventional problems and to seize unprecedented opportunities: cross-promotions, sustainable energy, and deeper connections with the world and with the nation.

The country of Singapore continues to mature. Citizen initiatives are growing stronger. The government takes an encouraging position as catalyst for the future, connecting the contributions of many commercial and community groups.

Driving all this progress is more than commercial concerns. It is the underlying purpose to improve the lives of others and ourselves. It is the overarching passion to do so in ways that uplift everyone involved. This commitment to uplifting service is more than a way of doing business, a tactic for winning market share, or simply getting what you want. It is a strategy that cultivates sincere devotion. It is a method with deep meaning built right in.

Uplifting Service is a joyful way of living life together. This proven path brings out the best from ourselves and the best from each other. Uplifting Service is an invitation and a celebration—to give, to live, and to love.

Meet Ron Kaufman

Ron Kaufman is the world's premiere thought-leader, educator, and motivator for uplifting customer service and building service cultures. Ron is the author of 14 other books on service, business, and inspiration.

Ron provides powerful insights from working with clients all over the world in every major industry for more than twenty years. Ron is an inspiration to leaders and managers with his content rich and entertaining speeches, and his impactful, interactive workshops. He is rated one of the world's "Top 25 Who's Hot" speakers by *Speaker Magazine*.

Ron has been featured in *The Wall Street Journal*, *The New York Times*, and *USA Today*. He is passionately committed to uplifting the spirit and practice of service worldwide.

EMAIL / WEB:

Enquiry@RonKaufman.com

RonKaufman.com



PURCHASE NOW
ON AMAZON



LISTEN NOW
ON AUDIBLE



A breakthrough book
that will surprise, delight, and uplift you,
your organization, and your team.

In *Uplifting Service*, Ron Kaufman takes you on a journey into the new world of service. Through dynamic case studies and best-practice examples, you will learn how the world's leading companies have changed the game, and how you can successfully follow this path to an uplifting service transformation.

“Read this book, apply the steps. Watch your culture transform and your perspective on service change forever. Ron Kaufman has unlocked the mystery of service. Get ready for a magnificent journey into a new world.”

Marshall Goldsmith

Bestselling Author of *What Got You Here Won't Get You There*

“Ron Kaufman has pinpointed a massive wound in society, and offers a strategy to uplift the world around us. For mankind, it's transformational. For business, it's a clean and clear path to a sustainable competitive advantage. This book is long overdue, and will create a legendary shift.”

Thomas Moran

Director, Customer and Partner Experience
Microsoft Operations



Ron Kaufman, the founder of Uplifting Service, is the world's premiere thought-leader, educator, and motivator for uplifting customer service and building service cultures.

**FREE
RESOURCES**

— available at —
www.RonKaufman.com

Download free supporting slides, posters, videos, and tools to successfully apply everything in this book.

US\$24.95

978-0-9847625-0-7 hardcover (USA)
978-0-9847625-5-2 paperback (USA)
978-0-9847625-9-0 ebook (USA)
978-981-07-1832-9 hardcover (Singapore)